

Expanded Indicator 4-9
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Frequency	Percent
How much authority do you have to carry out the following personnel management responsibilities?		
Writing or changing job descriptions (i.e., classifying jobs)		
all I need	1298	45%
some. but not enough	994	35%
none	573	20%
totals	2865	100%
Recruiting and selecting employees		
all I need	1238	43%
some. but not enough	1188	41%
none	465	16%
totals	2891	100%
Changing the organizational structure of my work unit		
all I need	934	32%
some. but not enough	962	33%
none	1014	35%
totals	2910	100%
Assigning work to subordinates		
all I need	2556	84%
some. but not enough	412	14%
none	68	2%
totals	3036	100%
Evaluating work performance		
all I need	2517	83%
some. but not enough	425	14%
none	96	3%
totals	3038	100%
Giving monetary and honorary performance awards		
all I need	1370	46%
some. but not enough	1182	40%
none	435	15%
totals	2987	100%

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Question	Supervisor Results	
	Frequency	Percent
Firing people		
all I need	646	24%
some. but not enough	872	33%
none	1164	43%
totals	2682	100%
Approving leave requests/controlling employee absences		
all I need	2517	83%
some. but not enough	410	14%
none	105	3%
totals	3032	100%
Taking disciplinary action		
all I need	1592	54%
some. but not enough	1041	35%
none	303	10%
totals	2936	100%
Taking action to improve substandard performance		
all I need	1624	54%
some. but not enough	1121	38%
none	235	8%
totals	2980	100%
Getting employees the training they need		
all I need	1233	41%
some. but not enough	1419	47%
none	368	12%
totals	3020	100%
Changing work processes or methods		
all I need	1599	53%
some. but not enough	1132	38%
none	286	9%
totals	3017	100%
Composite - Satisfaction with Amount of Authority		
all I need	19124	54%
some. but not enough	11158	32%
none	5112	14%
totals	35394	100%